

STATINTL

Approved For Release 2003/05/05 : CIA-RDP84-00780R004000060027-5

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MEMORANDUM FOR: DDS

SUBJECT : Communication with Younger Professionals

1. Per your request, following are some thoughts which you may wish to consider in replying to the Executive Director/Comptroller.

2. The Office of Training's perception of disquiet among young professionals in the Agency indicates that the Support Directorate is less subject to this phenomenon than other areas of the Agency. We do not have empirical data in hand to demonstrate such a conclusion, but we can safely argue that, whatever the degree of unrest present among the young professionals of the eight support components, it has not surfaced in individual actions or proposals for action as it has on the part of young professionals elsewhere in the Agency.

3. The Office of Training as a consequence of using experienced personnel to conduct training courses has relatively few young professionals. Our experience with disquiet on the part of young officers has, therefore, not been one of concern from the management point of view, but rather with the way the subject surfaces as a topic for discussion in our training courses. Our perception of the problem leads us to the conclusion that this is not a phenomenon which is unique to CIA, but rather an extension of the values and attitudes brought by younger professionals into the Agency and shared with their peer groups on the outside. I consider it probable that the Agency has experienced less overt evidence of disquiet than some of our sister agencies. This is not to imply that disquiet does not exist, and we should most certainly attempt a more thoughtful and concerted effort to explain the Agency and its mission to the young professional and to listen to his views on the subject. Within the Office of Training we have attempted to do just that by initiation of the two-day "Youth Forum" in the auditorium, follow-up interviews by the Director of Training with small groups of former CTs after they have served a period of time in their offices of assignment, and by consultation with small groups of former CTs after they have completed one or two tours abroad. While still in training all career trainees are in constant touch with their advisers on the staff and occasionally with representatives of the Clandestine Service.

4. It is obvious that the Office of Training cannot be responsible for all follow-up communication with young professionals after they have left the training status. We are prepared to undertake, strictly on an experimental

basis, a short program -- up to perhaps two or three days -- of communication between seniors and juniors. The design for such a program remains to be worked out but would probably consist of a few seniors with a larger number of junior officers getting together in a rather informal session with flexible schedules and agendas. Additionally, representatives of the Office of Training have in the past served as informal advisers to the various MAG groups. Expansion of our efforts in this field is possible.

5. Ultimate responsibility for securing and maintaining open lines of communication is a command function and rests with office heads and the heads of the various career services. I have heard very favorable reports on the results of the meetings currently being held by the DDS with representatives of the S career service. Perhaps an expanded effort along these lines could be initiated by the head of each career service, although the obvious problems of time and sheer numbers could be formidable. The results would be worthwhile, however, by insuring that every employee was personally acquainted with the head of his career service and was aware that a channel of communication with senior officials did in fact exist. We should not attempt to subvert independent thinkers by restricting them to formal channels only, discouraging them by real or implied punitive action, or forcing them to remain quiet until they have reached such a state of frustration that resignation appears to be the only solution left. A combination of formal and informal channels, open-mindedness on the part of senior officers and a genuine desire to correct whatever problems do surface will be necessary. The Office of Training is experienced in establishing and chairing meetings, forums, and other learning experiences and is prepared to assist in any way possible.

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two-day "Youth Forum" in the auditorium, follow-up interviews by the Director of Training with small groups of former CTs after they have served a period of time in their offices of assignment, and by consultation with small groups of former CTs after they have completed one or two tours abroad. While still in training all career trainees are in constant touch with their advisers on the staff and occasionally with representatives of the Clandestine Services.

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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

OFFICE OF THE DIRECTOR

DRAFT

SUBJECT: To Open Lines of Communication Within the Agency

1. The Office of Training can offer ^a unique capabilities ~~to~~ to assist in opening lines of communication ~~with~~ (the Agency). OTR has the mission and the skills to plan, schedule, and conduct various kinds of group meetings.

- a. OTR can organize informal talk sessions bringing together the younger ~~per~~ employees who believe they have a message and the senior officers who, if persuaded, could take action. Such a meeting would respect the existing chain of command yet permit communication from below to those above, ~~of a critical nature.~~
so e
- b. The Career Trainees know ~~many~~ ^{so e} who have a message, and some CT's say themselves have special insight into the temper of today. ~~OTR~~ OTR could contact CT's on an individual basis to seek their advice and help in this matter of opening lines of communication. Out of this contact, ~~may~~ ^{so e} come a practical method of communication between the generations.
- c. OTR could sponsor study programs of interest to younger employees aimed at a written expression of individual views. OTR could help see that these studies are published and made available to others in the Agency.
- d. OTR ~~could~~ could organize a meeting of senior Agency officers for the purpose of clarifying in their minds just what are the dimensions of this problem and the inherent limitations of management in dealing with new forces for change.

e. OTR could organize a meeting of those favoring change for the purpose of clarifying in their minds just how change applies in the Agency and the inherent limitations of the protester in a bureaucracy.

2. The Office of Training should be used to help the Agency improve its lines of communication along the chain of command. It could serve something like an honest broker in bringing together in forums and meetings the various views on the nature of this problem and ways, if the problem is real, to solve it.

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19 March 1971

MEMORANDUM FOR: Director of Training
SUBJECT : Notes on Communication with Younger Professionals

Per your request, following are some quickly assembled thoughts which you may wish to consider in replying to the Deputy Director for Support:

1. Office of Training's perception of disquiet among young professionals in the Agency indicates that the Support Directorate is less subject to this phenomenon than other areas of the Agency. We do not have empirical data in hand to demonstrate such a conclusion, but we can safely argue that, whatever the degree of unrest present among the young professionals of the eight support services, it has not surfaced in individual actions or proposals for actions as it has on the part of young professionals elsewhere in the Agency.
2. The Office of Training as a consequence of using experienced personnel to conduct training courses has relatively few young professionals. Our experience with disquiet on the part of young officers has, therefore, not been one of concern from management point of view, but rather with the subject as it surfaces as a topic for discussion in our training courses. Our perception of the problem leads us to the conclusion that this is not a phenomenon which is unique to CIA, but rather an extension of the values and attitudes brought by younger professionals into the Agency and shared with their peer groups on the outside. In short, we are beginning to experience within the Agency the well-known "generation gap".
3. We suggest that amelioration of the problem would consist in bridging the gap. Such bridging must be, of course, a collective effort by senior Agency personnel down to first line supervisors and the younger professionals themselves.

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This effort must certainly include a more thoughtful and concerted effort to "explain" the Agency and its missions to the young professional and to "listen" to his views on the subject.

4. The Office of Training would be prepared to undertake, strictly on an experimental basis, a short program--perhaps two to three days--of communication between seniors and juniors. The design for such an experiment would call for a small group, say six seniors and six juniors, along the lines devised for metropolitan police departments to communicate with ghetto minorities. Such a device would, we believe, be more effective and helpful--both to management and the young officers--than the creation of young officer groups of the type which sparked the Young Turk revolution in the State Department several years ago.

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*P.S. I apologize for having ground
this out so QUICKLY -- hope it
will be helpful.*